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TO RETURN TO THIS PAGE

[CLICK HERE FOR THE DIRECTOR OF COMMUNITY AND SENIOR SERVICE'S REPORT DATED JUNE 2, 2015](#)

[CLICK HERE FOR THE DIRECTOR OF COMMUNITY AND SENIOR SERVICE'S REPORT DATED SEPTEMBER 4, 2015](#)

[CLICK HERE FOR THE DIRECTOR OF COMMUNITY AND SENIOR SERVICE'S REPORT DATED APRIL 15, 2016](#)

[CLICK HERE FOR THE DIRECTOR OF COMMUNITY AND SENIOR SERVICE'S REPORT DATED JUNE 15, 2016](#)

[CLICK HERE FOR THE DIRECTOR OF COMMUNITY AND SENIOR SERVICE'S REPORT DATED SEPTEMBER 21, 2016](#)

[CLICK HERE FOR STATUS OF THE FINAL REPORT IN RELATION TO AGENDA ITEM NO. 6 OF OCTOBER 4, 2016](#)



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Hilda L. Solis
Mark Ridley-Thomas
Sheila Kuehl
Don Knabe
Michael D. Antonovich

County of Los Angeles COMMUNITY AND SENIOR SERVICES

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Enriching Lives Through Effective And Caring Service



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Cynthia D. Banks
Director

Otto Solórzano
Chief Deputy

April 15, 2016

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
Los Angeles, CA 90012

Dear Supervisors:

REPORT BACK TO THE BOARD ON THE MOTION TO SUPPORT THE PARTNERSHIP PILOT PROGRAM APPLICATION, PARTICIPATION IN THE PARTNERSHIP AND PROVIDE AN UPDATE ON PLANS TO ALIGN THE WORKFORCE INNOVATION AND OPPORTUNITY ACT YOUTH SERVICES DEDICATED TO OUT-OF-SCHOOL YOUTH

SUBJECT

On March 3, 2015, your Board requested that Community and Senior Services (CSS) and the Workforce Development Board (WDB) collaborate with the City of Los Angeles, The Los Angeles Unified School District (LAUSD), and County departments to support and participate in the Partnership Pilot Program for Disconnected Youth (P3). The County departments working with us in this partnership are the Chief Executive Office, Department of Public Social Services, Department of Children and Family Services, Department of Mental Health, Los Angeles County Office of Education, Los Angeles County Probation Department, and Department of Health Services.

P3 is an unprecedented effort in the County of Los Angeles to coordinate and integrate the delivery of education, workforce development and social services to the 200,000 youth ages 16-24 who are not in school and not working (disconnected youth). The coordination and integration of major public systems through the P3 Initiative will lead to improvements in the future educational and employment outcomes of the County's disconnected youth.

In addition to County Departments, there are many other stakeholders participating in this Initiative, including: the City of Los Angeles, the Los Angeles Community College District, LAUSD, the Los Angeles Area Chamber of Commerce, community-based organizations (i.e. YMCA, Corporation for Supportive Housing), the State Employment Development Department, LANsync and others.

CSS provided updates on June 2, 2015 and September 4, 2015, advising your Board of initial efforts underway to bring partners together, identifying preliminary planning goals and outlining the need to complete several remaining steps to finalize the P3 designation with the U.S. Department of Education.

Major Milestones since September 2015

- Monthly planning meetings were initiated with all P3 partners, including County Departments, the City of Los Angeles the State Employment Development Department, the Los Angeles Area Chamber of Commerce and other partners.
- On October 29, 2015, the White House and the U.S. Department of Education announced the Performance Partnership Pilot Awardees at the PolicyLink National Summit in Los Angeles. The County and City of Los Angeles were announced as one of nine communities nationwide to receive flexibility and start-up grants of \$700,000 to implement innovative programs to improve outcomes for disconnected youth.
- In late 2015 and early 2016, a draft work plan and work group assignments were developed to delineate major areas of responsibility. Since this is an unprecedented effort to coordinate the various levels of government responsibilities, funding, and agency mandates, a cooperative organizational model that involves joint leadership has been implemented, including the following work groups and assignments:
 - **Partnership Advisory Committee:** This committee is co-chaired by Genethia Hudley-Hayes, 3rd District and the Office of Mayor Garcetti to facilitate communication regarding policies, funding, regulations and local legislation pertaining to services for disconnected youth.
 - **Operations Work Group:** This Work Group is co-chaired by CSS and the City Economic and Workforce Development Department and will identify barriers, impediments and resource challenges, as well as develop an implementation plan to improve current delivery systems.
 - **Steering Work Group:** This Work Group is co-chaired by the City of Los Angeles and LAUSD. It will provide overall coordination and communication of the planning and integration effort.
 - **Data, Evaluation and Research Work Group:** This Work Group is co-chaired by Cal State Northridge and the Los Angeles Area Chamber of Commerce. It will be responsible for gathering of the initial data landscape in the Los Angeles region for the 16-24 year old population.
 - **Strategic Planning and Policy Work Group:** This Work Group is chaired by LAnSync and will lead strategic planning efforts and work to identify federal waiver opportunities.

Work Groups began meeting in February and March. Our next report will include an update on their initial planning efforts in 2016. If you have any questions, please contact Kevin Anderson at kanderson@css.lacounty.gov.

Board of Supervisors

April 15, 2016

Page 3 of 3

Respectfully,



CYNTHIA D. BANKS

Director, Community and Senior Services

CDB:OS:KA

- c:
- Chief Executive Office
 - Department of Public Social Services
 - Department of Children and Family Services
 - Department of Mental Health
 - Los Angeles County Office of Education
 - Los Angeles County Probation Department
 - Department of Health Service



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Cynthia D. Banks
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Chief Deputy

September 4, 2015

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
Los Angeles, CA 90012

Dear Supervisors:

**REPORT BACK TO THE BOARD ON THE MOTION TO SUPPORT THE PARTNERSHIP
PILOT PROGRAM APPLICATION, PARTICIPATION IN THE PARTNERSHIP AND PROVIDE
AN UPDATE ON PLANS TO ALIGN THE WORKFORCE INNOVATION AND OPPORTUNITY
ACT YOUTH SERVICES DEDICATED TO OUT-OF-SCHOOL YOUTH**

On March 3, 2015, your Board requested that Community and Senior Services (CSS) collaborate with the City of Los Angeles, LAUSD, LA Community College District, and County departments to support and participate in the Partnership Pilot Program for Disconnected Youth (P3). The initiative strives to promote interagency collaboration between providers that serve disconnected youth in Los Angeles in an effort to improve outcomes for 16 to 24-year-olds who are not working or in school. In addition, your Board requested an update on plans to align Workforce Innovation and Opportunity Act (WIOA) youth services that will be dedicated to out-of-school youth as of July 2015.

Partnership Pilot Program for Disconnected Youth (P3)

On June 2, 2015, we provided your Board the first P3 report back advising your Board that meetings were held to identify preliminary goals, additional opportunities through the County's My Brother's Keeper (MBK) initiatives and highlighting program streamlining efforts. The departments working with us in this partnership are the Chief Executive Office, the Department of Public Social Services, Department of Children and Family Services, Department of Mental Health, Los Angeles County Office of Education, Los Angeles County Probation Department, and Department of Health Services.

On August 7, 2015, LA City advised us that the U.S. Department of Education was recommending the P3 application for approval and designation as a pilot. Moving forward,

several steps must occur before the application and designation are fully approved. This includes the clarification of some elements of our proposal. Additional steps consist of entering into a performance agreement with Federal agencies that specifies pilot goals, outcome measures and interim indicators, accountability and oversight mechanisms, as well as other responsibilities and parameters for the pilot.

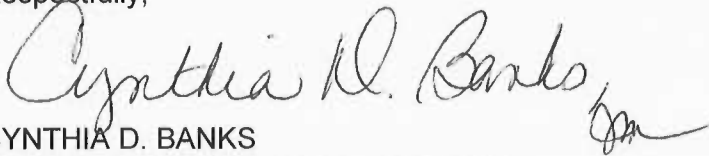
On August 12, 2015, a conference call took place between the P3 partners and the Federal agencies participating in the current P3 competition to provide the additional clarification on our proposal and receive additional guidance and technical assistance. The Federal staff also requested information on any potential federal waivers being sought that were not included in the original application. Approval of requests for waiver flexibility and the award of start-up funds will be contingent on finalizing the performance agreement. Final approval and P3 designation is still pending review and a response is anticipated at the end of September 2015.

Out-of-School Youth

Your board also requested an update on our out-of-school youth program. Effective July 1, 2015, CSS earmarked 100% of WIOA youth funding to support roughly 2,400 out-of school youth between the ages of 17-24. These youth receive services such as case management, supportive services, mentoring and training that helps them connect to a job or school. This year, we have seven agencies providing services throughout the County. They include: Archdiocese Youth Employment, Asian Youth Center, Housing Authority of the City of Los Angeles, Hubs Cities Consortium, Jewish Vocational Services, Managed Care Solutions and the Southeast Area Social Services Funding Authority (SASSFA).

Please let me know if your have any questions.

Respectfully,



CYNTHIA D. BANKS
Director, Community and Senior Services

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- c: Department of Public Social Services
 Department of Children and Family Services
 Department of Mental Health
 Los Angeles County Office of Education
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Cynthia D. Banks
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Otto Solórzano
Chief Deputy

June 2, 2015

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
Los Angeles, CA 90012

Dear Supervisors:

REPORT BACK TO THE BOARD ON THE MOTION TO SUPPORT THE PARTNERSHIP PILOT PROGRAM APPLICATION, PARTICIPATION IN THE PARTNERSHIP AND PROVIDE AN UPDATE ON PLANS TO ALIGN THE WORKFORCE INNOVATION AND OPPORTUNITY ACT YOUTH SERVICES DEDICATED TO OUT-OF-SCHOOL YOUTH

SUBJECT

On March 3, 2015, your Board requested that Community and Senior Services (CSS) collaborate with the City of Los Angeles, LAUSD, and County departments to support and participate in the Partnership Pilot Program for Disconnected Youth (P3). The initiative strives to promote interagency collaboration between providers that serve disconnected youth in Los Angeles in an effort to improve outcomes for 14- to 24-year-olds who are not working or in school. The departments included in this collaboration are the County Workforce Investment Board, Department of Public Social Services, Department of Children and Family Services, Department of Mental Health, Los Angeles County Office of Education, Los Angeles County Probation Department, and Department of Health Services. In addition, your Board requested an update on plans to align Workforce Innovation and Opportunity Act (WIOA) youth services that will be dedicated to out-of-school youth as of July 2015.

The P3 initiative offers opportunities to test innovative and cost-effective strategies to assist disconnected youth by leveraging existing programs and enabling the use of discretionary funds from multiple programs. Additional opportunities and initiatives, such as My Brother's Keeper (MBK), provide additional opportunities to leverage efforts and resources that serve this population. On April 14, 2015, your Board passed unanimous support of the MBK initiative that aims to address opportunity gaps facing youth, including boys and young men of color, to ensure that all youth may reach their full potential. This initiative encourages the development of

effective strategies that warrant educational success as well as the employment of out-of-school youth.

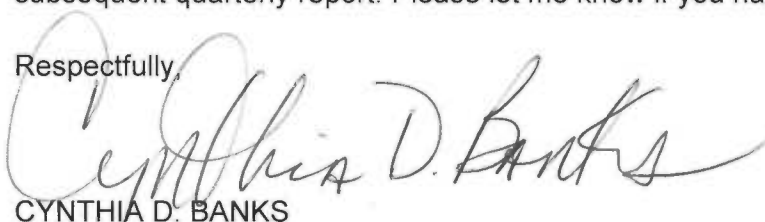
On April 30, 2015 a preliminary planning meeting took place that included the initial participating agencies and some of the County departments identified in your motion. The intent of the meeting was to share information and background on the initiative, confirm existing partnerships, identify partners that should be participating and how to invite them, and begin to identify goals for the partnership. Through preliminary discussions, the collaborative identified the following three preliminary goals: 1) connecting youth to educational resources to ensure graduation or their return to school if not in school, 2) providing career pathways, and 3) ensuring access to holistic human services such as mental, medical, nutrition, and housing. The first full-partner convening is scheduled for June 3, 2015, which will include the referenced County departments. The meeting aims to induct the new partners, solidify and/or expand the identified goals, and explore additional outcomes for the partnership.

In response to WIOA, youth services for Out-of-School Youth (OSY) will be realigned to meet the requirements of the law. As of July 1, 2015, 100 percent of WIOA youth funding will be dedicated to support OSY employment efforts. In-School Youth will continue to access career exploration and subsidized work opportunities through our Los Angeles County Youth Jobs Program.

The alignment of resources to facilitate a greater and sustainable countywide impact to dislocated youth is at the core of the P3 and MBK initiatives and the program changes facilitated through WIOA. These efforts provide a significant opportunity for interagency collaboration towards this goal and, with the support of your Board, the partnership is committed to bringing these efforts to fruition.

As these efforts and strategies evolve, further information will be provided as part of our subsequent quarterly report. Please let me know if you have questions.

Respectfully,



CYNTHIA D. BANKS

Director, Community and Senior Services

CDB:OS:JM:RC:ev

- c: Department of Public Social Services
- Department of Children and Family Services
- Department of Mental Health
- Los Angeles County Office of Education
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June 15, 2016

The Honorable Board of Supervisors
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Los Angeles, CA 90012

Dear Supervisors:

REPORT BACK TO THE BOARD ON THE MOTION TO SUPPORT THE PERFORMANCE PARTNERSHIP PILOT PROGRAM APPLICATION

SUBJECT

On March 3, 2015, your Board requested that Community and Senior Services (CSS) and the Los Angeles County Workforce Development Board (WDB) collaborate with the City of Los Angeles, the Los Angeles Unified School District (LAUSD), and County departments to support and participate in the Performance Partnership Pilot Program for Disconnected Youth (P3). P3 is an unprecedented effort in the County of Los Angeles to coordinate and integrate the delivery of education, workforce development and social services to the 200,000 youth ages 16-24 who are not in school and not working (disconnected youth). This report is to provide your Board with a quarterly update of P3 activities, as directed by the March 2015 P3 Motion. Previous updates were submitted on June 2, 2015, September 4, 2015 and April 15, 2016.

Major P3 Activities in 2016

- As outlined in our last report, five P3 Workgroups/Committees were formed earlier this year to delineate major areas of responsibility in preparation for P3 implementation in FY 2016-17. The Workgroups/Committees began meeting in Spring 2016 to tackle complex issues related to system alignment that include: possible federal waiver opportunities that would enhance service delivery for disconnected youth; the need for additional data sharing across agencies; and partner roles, areas of overlap and strategies to maximize the efficient use of resources. We anticipate including additional information in future quarterly updates as the implementation of P3 commences.
- On May 26, 2016, Dr. Paul Harrington, Drexel University, presented to P3 stakeholders and other partners a preview for a new report entitled "The State of Disconnected Youth in Los Angeles." This report is a follow-up to Dr. Harrington's Report, "Dropouts: Path

to Poverty,” which found that one in five Angelenos age 16-24 were neither working nor in school. Dr. Harrington’s research has provided the basis for much of the region’s workforce development emphasis on disconnected youth over the past decade.

- The new report from Dr. Harrington has some good news on the status of youth disconnection in the Los Angeles region. For example, the report shows that the percentage of Angeleno youth disconnected from work or school has declined from roughly one in five to one in six. In addition, the report finds youth who work earlier have a much higher success rate in the job market; soft skills (negotiation in particular) provide a very positive long-term return; the community college system in southern California is outperforming most of the country by a factor of three; and that there is an emerging job market for in-home healthcare workers as an entry-level job. However, the report still highlights the need for the focused, regional work of the P3 Initiative to continue to improve outcomes for this population. Following the release of Dr. Harrington’s report, we anticipate including additional information in our next P3 update.
- On June 6, 2016, Patrick Lester, Director of the Social Innovation Research Center in Maryland, released a report entitled: “Performance Partnership Pilots: Projects May Need More Time to Test Local Flexibility and Coordinated Services.” The report focuses on the initial progress of the first round of the federal P3 Initiative. The report outlines the long-term potential of the initiative, and recommendations for the federal government moving forward in supporting current and future efforts. The report notes that the Los Angeles region’s P3 project is the largest in the nation and one of two nationwide that is focused system-wide. The report, which is available at the following link, will be presented at the next P3 meeting: <http://www.socialinnovationcenter.org/?p=2074>.

If you have any questions, please contact Kevin Anderson at kanderson@css.lacounty.gov.

Respectfully,



CYNTHIA D. BANKS
Director, Community and Senior Services

CDB:OS:KA:RV

c: Chief Executive Office
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Department of Children and Family Services
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September 21, 2016

The Honorable Board of Supervisors
County of Los Angeles
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Dear Supervisors:

REPORT BACK TO THE BOARD ON THE MOTION TO SUPPORT THE PERFORMANCE PARTNERSHIP PILOT PROGRAM APPLICATION

SUBJECT

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During the past year, the County and City of Los Angeles have worked with community partners to build the foundation for a regional system to serve disconnected youth in Los Angeles. P3 implementation begins in FY 2016-17 in the City of Los Angeles and will begin in targeted areas of the County of Los Angeles in FY 2017-18. Below is a summary of key accomplishments:

- **“The State of Disconnected Youth in Los Angeles”** by Dr. Paul Harrington was previewed in late May with release of the full report forthcoming. This report demonstrates that a significant number of youth in the County and City of Los Angeles remain disconnected, though there has been some progress during the past 15 years.

The rate of disconnection has declined from 20 percent to 16 percent in the City of L.A. and from 17 percent to 15 percent countywide.

- **A Federal Waiver** that allows the County and City to serve in-school foster youth has been approved. Under this waiver, funds normally designated for out-of-school youth can be used to serve this special, high-need in-school population.
- **Through a Targeted Foster Youth Outreach Strategy** developed in collaboration with the Children's Law Center, Alliance for Children's Rights, L.A. Area Chamber of Commerce, and the County and City workforce systems, prioritization will be given to foster youth ages 19-21 who will be aging out of the foster system to access employment and training services.
- **Expanded Metrics** have been finalized to capture outcomes for education, employment, social/health/emotional well-being and housing for disconnected youth. Data will be collected from multiple sources including CalJobs, County Departments, City Departments and LAUSD. These efforts are being led in collaboration with California State University-Northridge (CSUN).
- **Mental Health Services** are being integrated into service delivery strategies. Through collaboration with the Department of Mental Health (DMH) and LAUSD, a pre-screening tool has been developed to assist workforce development staff with identifying and linking youth to mental health services. The DMH Transition Age Youth Division Navigation Team will be coordinating regionally with P3 partners on linking youth to appropriate mental health services.
- Representatives from the City and the CSUN evaluation team attended the **P3 Community of Practice** meeting in Washington, DC in June. This meeting provided an opportunity for local P3 project leaders from across the nation to meet with federal agencies and the national evaluator (Mathematica) to discuss project designs, service strategies, waiver recommendations, outcomes and technical assistance needs.
- **A New Probation Re-entry Classroom** for juvenile youth was launched in August at the Boyle Heights Technology Center through an integrated partnership with the L.A. County Probation Department, LAUSD, and the L.A. County Office of Education. We are working to establish additional sites in South Los Angeles and Central Los Angeles.
- We hosted a **P3 Professional Development Day** in August that brought together 200 partners to discuss and address P3 implementation issues, including waiver implementation, data collection and program flow. In addition, partners worked on strategies to coordinate the delivery of services at regional levels and established a schedule for future regional meetings.

Should you have any questions, you may contact Mr. Kevin Anderson, Special Assistant,
at kanderson@css.lacounty.gov.

Respectfully,

A handwritten signature in black ink, appearing to read "Cynthia D. Banks", with a long, sweeping horizontal line extending to the right.

CYNTHIA D. BANKS
Director

CDB:OS:KA:rkI

- c: Chief Executive Office
Department of Children and Family Services
Department of Health Services
Department of Mental Health
Department of Public Social Services
Los Angeles County Office of Education
Los Angeles County Probation Department